Project Managers' Advisory Group

MINUTES
July 16, 2007

Attending:

Bob Giannuzzi	EPMO
Jesus Lopez	EPMO
John McShane	EPMO
Linda Hudson	EPMO
Wendy Kuhn	EPMO
Barbara Swartz	ITS
Charles Richards	ITS
Suresh Pothireddy	ITS
Todd Russ	ITS
Vicky Kumar	OSC
Joe Cimbala	DHHS/DMH/DD/SAS
Ed Riley	DHHS
George Fenton	DOJ
Chris Cline	NCCCS
Julia WIlkins	ITS

Bob Giannuzzi welcomed everyone to the meeting and asked first-time participants to introduce themselves. New attendees were: Ed Riley – DHHS, Wendy Kuhn - EPMO and Suresh Pothireddy – ITS.

Julia Wilkins gave a very informative presentation on ITS Business Relationship Management. **Bob** encouraged the agencies to use their BRM reps (attached) in tracking down issues with ITS.

Bob then made a presentation of a framed congratulatory memo from **George Bakolia** to **Ed Riley** who had recently achieved his PMP certification.   **Ed** asked that **George** and **Sharon Hayes** be told how much agencies appreciate them setting up the PMP Prep class. He also thanked **Jesus Lopez, John McShane, Bob Giannuzzi,** and everyone else who helped to make this class so successful. **Jesus** advised that **Linda Hudson** will be taking over coordination of this fall's session of this class. **Linda** gave an update on how many had signed up for the class. She also asked if anyone is interested in volunteering to teach Quality Management to please let her know.

Bob called for approval of the June minutes – approved.

NCPMI news was covered next. **John McShane** advised that the next Public Sector LIG meeting on August 2 will feature **Vicky Kumar** speaking on *Executive Buy-in of PM – the Value Proposition.* John also solicited volunteers for the LIG as well as the chapter's mentoring program. **Vicky** asked for volunteers for NCPMI board members. **Vicky** reminded everyone about registration for the annual event and that agency employees will get the same discount as last year. The fee will be $180.00 for state employees. Registration forms will be distributed to PMAG distribution when available.

Bob Giannuzzi reported on the Task Groups.

- *Monthly Status Reporting* - An additional jelly bean for late status reports as well as criteria will be added to the PPM tool.
- *PM Tools* - Cost estimating of the options is in progress.
- *Methodology* – This group is developing checklists for gate readiness and status reporting. They are wrapping up revision of the Closeout review process and started work on process changes for closing out Non-approved and Registered projects.

Bob Giannuzzi passed out the following information on upcoming teleconferences of interest to the PM Advisory Group. He also read some previews with detail on the topics of particular interest.

Organization/website	Contacts	Upcoming Calls
NASCIO http://www.nascio.org/committees/projectmanagement/	Stephanie Jamison 859/514-9148 sjamison@AMRms.com Access 888/272-7337 conference ID 6916986	August teleconference cancelled
PMO Executive Council http://www.pmo.executiveboard.com/	Register at website	July 19(12:00) **State of the Union: Results from the 2007 EPMO Benchmarking Survey**
CIO Executive Council http://www.cio.executiveboard.com/	Register at website	July 25 (7:00 AM) **Lightweight Portfolio Stewardship**
Application Executive Council http://www.aec.executiveboard.com/	Register at website	July 26 (8:00) **Rework-Based Productivity Tracking**
Infrastructure Executive Council http://www.iec.executiveboard.com/	Register at website	July 25 (11:00) **Rapid Site Cost Estimation - Practitioner Tool Demo** August 2 (11:00) **Business-Aligned Strategic Planning**
Information Risk Executive Council http://www.irec.executiveboard.com/	Register at website	July 17 (11:00) **End-User Awareness Programs for Critical Asset Protection**
Enterprise Architecture Executive Council http://www.eaec.executiveboard.com/	Register at website	No August teleconference

No changes to the EPMO website were reported.

John McShane set a deadline of August 1 for interest in bring back Requirements and RFP trainng sessions. **George Fenton** and **Todd Russ** had comments on RFP training. **Vicky Kumar** mentioned that **Patti Bowers** had come to OSC to conduct a Lunch and Learn session and that **Patti** would go to other agencies to conduct similar sessions upon request. **Linda Hudson** suggested that a repository of good examples of RFPs might help. **Bob Giannuzzi** advised that the EPMO is still looking to bring in training on Estimating.

Charles Richards said that there was not much new to add regarding the PPM tool. except for the new status reporting jelly bean that would be added soon. **Barbara Swartz** pointed out that this change must first be reviewed by the PPM Change Control Board.   **Barbara** also advised that **Wendy Kuhn's** revised FAQs on status reporting will be uploaded to the PPM tool.

Ed Riley asked if there was anything new on handling programs. **Bob** responded that the EPMO is establishing a process for the MMIS program in the PPM tool.

Bob next circulated Lessons Learned (attached) from projects closed in the past month.

Bob informed that at the August meeting there will be a report on the recent assessment of EPMO had undergone. **George Fenton** asked for a preliminary review.   **Bob** responded that the final report will be available on the Office of State Auditor website.

Meeting adjourned at 4:12 pm.

Executive Branch Agencies and Business Account Management Assignees

No	Agency	Business Account Mgr
1	Administrative Office of the Courts	Julia Wilkins
2	Community Colleges System Office	Mary Dunn
3	Department of Administration	Brian Layh
4	Department of Agriculture & Consumer Services	Julia Wilkins
5	Department of Commerce & Industrial Commission	Mary Dunn
6	Department of Correction	Julia Wilkins
7	Department of Crime Control and Public Safety	Julia Wilkins
8	Department of Cultural Resources	Mary Dunn
9	Department of Environment & Natural Resources	Mary Dunn
10	Department of Health and Human Services	Cynthia Beck
11	Department of Insurance	Cynthia Beck
12	Department of Justice	Julia Wilkins
13	Department of Juvenile Justice & Delinquency Prevention	Julia Wilkins
14	Department of Labor	Julia Wilkins
15	Department of Public Instruction	Mary Dunn
16	Department of Revenue	Cynthia Beck
17	Department of Secretary of State	Brian Layh
18	Department of State Treasurer	Cynthia Beck
19	Department of Transportation	Brian Layh
20	Employment Security Commission	Cynthia Beck
21	General Assembly	Brian Layh
22	Local Governments	Mary Dunn
23	Office of Administrative Hearings	Julia Wilkins
25	Office of Lieutenant Governor	Brian Layh
24	Office of State Auditor	Julia Wilkins
26	Office of State Budget and Management	Brian Layh
27	Office of State Personnel	Brian Layh
28	Office of the Governor	Brian Layh
29	Office of the State Controller	Brian Layh
30	State Board of Elections	Julia Wilkins
31	State Ethics Commission	Brian Layh

Lessons Learned Documentation

Exhibit A

DOT Customer Traffic Management System Phase II

The extra time spent on requirements provided valuable feedback from the client to define the project and provide expected services.

Exhibit B

DOR Physical Access Security

1. Any side initiatives that relate to the project and may impact the project should be agreed to by the project manager and formally managed.
2. The project manager should be informed when actions are delegated so direct communication is possible with the person working the action.

Exhibit C

DOR Corporate Tax Data Warehouse

1. **LESSONS LEARNED** - What were the **positive** lessons learned (project strengths) from this effort?

    1. A clear vision and defined scope of the project was very helpful in negotiating a fixed price contract with the vendor.
    2. A focused attempt by the Principal business owner and the Project Manager to limit scope creep helped the project to stay on track and deliver the required functionality.
    3. The preparatory work undertaken by DOR in terms of acquiring the H/W server, extracting the data sources was very helpful to move ahead with the actual development of the data warehouse.
    4. Availability of the business and technical team members during the project helped promptly resolve many questions and issues.
    5. Sending a couple of business users for SAS training during the project was a big help during UAT and overall acceptance of the system.
    6. Weekly project team meetings provided the regular face-to-face contact necessary to allow the contractor and DOR IT staff to quickly understand what the business users wanted from the product and to allow business users to understand technical limitations.
    7. Demonstrations of other warehouses developed by the contractor allowed business users to better frame the business requirements.
    8. With adequate planning a project can be successful despite having one of the lead business users on medical leave for the beginning of the project and another on a three-week vacation during UAT.

2. **LESSONS LEARNED** - What **<u>opportunities for improvements</u>** (project weaknesses) were learned with this project?
   1. More upfront and thorough research on the LDAP authentication could have brought the issues to prominence earlier.
   2. It would have been better to make system documentation available during knowledge transfer, rather than after implementation. It is difficult for some users to follow a demonstration, perform the actions on their own PC, and take sufficient notes to remember how to repeat the function later.

Exhibit D

DOT Enterprise Web Portal and Executive Dashboard

1. **LESSONS LEARNED** - What were the **<u>positive</u>** lessons learned (project strengths) from this effort?

   1. The extra time spent on requirements provided valuable feedback from the client to define the project and provide expected services.

   2. Regular meetings with the business stakeholders / Super Users was very effective in ensuring that the end product met the end user requirements.

2. **LESSONS LEARNED** - What **<u>opportunities for improvements</u>** (project weaknesses) were learned with this project?

   One of the important lessons learned from the Dashboard project was that when a project is planning to use a lot of new technology products, additional time should be planned for installing, implementation and using the new technology products in the project.